

**Customer Survey for AHR Ops  
DOT Balanced Scorecard 1999**

The items used for the DOT Balanced Scorecard Customer Survey are divided into four major groupings: Service/Partnership (S/P, 18 items), Timeliness (5 items), and Quality (5 items), and an Overall Rating of HR Performance (1 item). The S/P items include six items that describe aspects of service and partnership and another dozen items that allow the respondent to rate particular HR services or products.

An average was computed for each "set" of items, as well as a percentage for the individual item. A four-point agreement scale with a Don't Know option was used (Strongly Agree, Agree, Disagree, Strongly disagree) for all items except the Overall HR Performance which used a five-point rating scale, see below.

Items were also rated for Importance, using a three point scale (Very Important, Important, Not Important), and we will not emphasize "importance" as almost all of the items were rated as important, few falling a 90% agreement level. Finally, the Service/Partnership items, Parts a. and b. showed an overall high rate of "don't know" responses, 30% and 39% of total responses (counting agree, disagree, and don't know responses). A summary table of the average results for each of the survey sections is provided in Table 1.

**Table 1. Overall Customer Survey Results from the 1999 DOT Balanced Scorecard Survey Conducted for FAA's Personnel Operations Organization.**

<b>Customer Survey Sections</b>	<b>Average % Agree</b>	<b>Average % Disagree</b>	<b>St Deviation</b>	<b>Mean N of Resps</b>
Service/Partnership a. (6 items)	65%	35%	.168	206
Service/Partnership b. (12 items)	65%	35%	.121	180
Timeliness (5 items)	61%	39%	.072	260
Quality (5 items)	65%	35%	.110	226

**Service/Partnership.** The two highest agreement percentages for the HR service items were conducting activities confidentially (86% agreement) and personnel treating customers courteously (85%). The two lowest items for percent agree concerned "interpreting and explaining regulations and procedures to me clearly" (53%) and explaining "roles and responsibilities within the HR process" (46%).

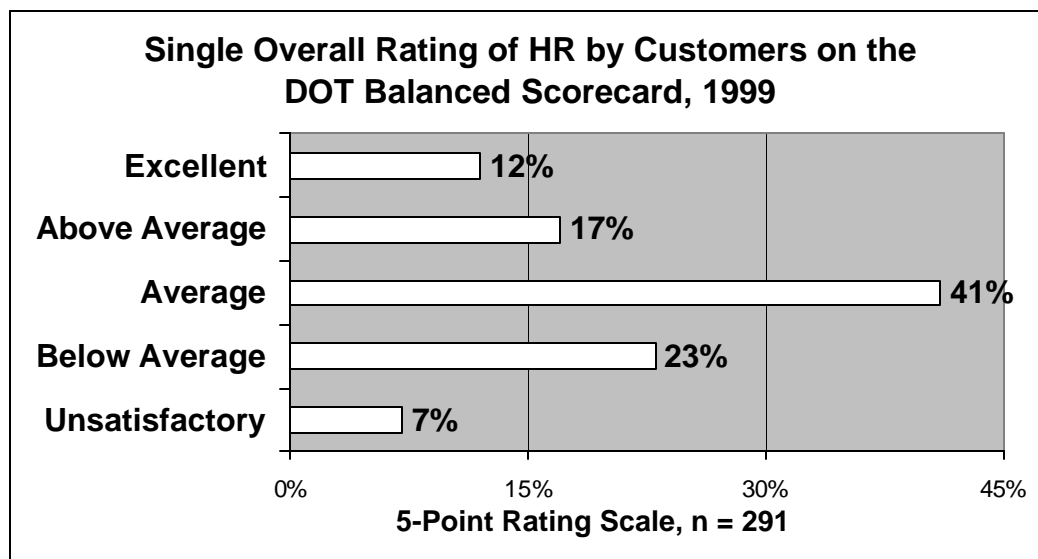
The items ranking HR products and services gave the highest percentages of agreement to Special Emphasis Programs (83%), Diversity (81%), and Automated HR Services and Systems (78%). Staffing/Recruitment (53%), Labor Relations (52%), and Performance Management/Awards and Recognition (51%) were the three areas receiving the least amount of agreement for providing excellent services and products. The importance ratings show that Special Emphasis Program (80%), Diversity (89%), Student Employment/Internship programs (89%), and Organizational Development services (87%) were the only four areas to fall below a 93% (and usually higher) importance rating.

**Timeliness.** Four of the five timeliness items were near or above the mean of 61% agreement level that information/service/products were provided in a timely manner. The one item well below the mean was that “MY HR office provides follow-up or closure to an issue in a timely manner” (51% agreement). Only 17% of the total response to this item was accounted for by the Don't Know category.

**Quality.** Three of these items hover around the mean level of agreement for all five of the items. The highest level of agreement (80%) was given for the extent to which HR promoted/provided information on worklife programs, and the lowest level of agreement was provided for the item describing that the HR office “was always looking for ways to do things better” (49%).

**Overall Rating Item for AHR as Viewed By Customers:** A five-point scale was used for the overall rating, which included the following options: Unsatisfactory, Below Average, Average, Above Average, and Excellent. Table 2 displays results to this item.

**Table 2. Customer Responses to the Overall Rating Item on the Survey Item**



**Forty-one percent** of the customers felt that HR performance was “Average.” Another 29% rated AHR offices’ overall performance as “Above Average” or “Excellent,” meaning that **70%** of those responding found AHR’s performance Average or above average. **Thirty percent** of respondents reported that performance was “Below Average” or “Unsatisfactory.” Almost all respondents (291) responded to this item, so that there are only a few responses unaccounted for in the summary of this item.

## **The Bottom-Line.**

### **Areas for Improvement.**

- ✓ Explaining regulations and procedures more clearly
- ✓ Providing closure to issues in a timely fashion
- ✓ Improving some products and services, such as Performance Management, Awards, and Labor Relations

### **Areas Of High Customer Satisfaction.**

- ✓ Keeping issues and materials confidential
- ✓ Automated HR services and Systems
- ✓ Providing information about worklife programs

Comparing the overall customer rating score with the three sets of items used in the survey is difficult because different scales were used.